



# DLAMP

*Preparing joint senior civilian  
leaders for critical positions  
throughout the Department of  
Defense*

Fiscal Year 2007  
1

# Why Develop Civilian Leaders?

- ♦ **For transformation to succeed, we need a diverse cadre of senior civilian leaders who:**
  - Are at least as **flexible, agile, innovative and adaptable** as their military counterparts;
  - Are able to lead change and achieve results; and
  - Understand and can operate decisively in the joint environment.
- ♦ **We must prepare for the anticipated retirement of large numbers of employees over the next decade.**

# DLAMP Background

- **May 1995** - Commission on Roles and Missions of the Armed Forces (CORM) recommended new means of developing civilian personnel:
  - Structured educational system
  - Attendance at senior service school
  - Increased breadth and depth of experience
- **April 1997** - DLAMP established
- **December 2001** - DLAMP refocused to more mission-oriented, streamlined, cost-effective program
- **October 2004** - Refocused program fully implemented

## DLAMP - Goals and Objectives

Highly capable senior civilian leaders with:

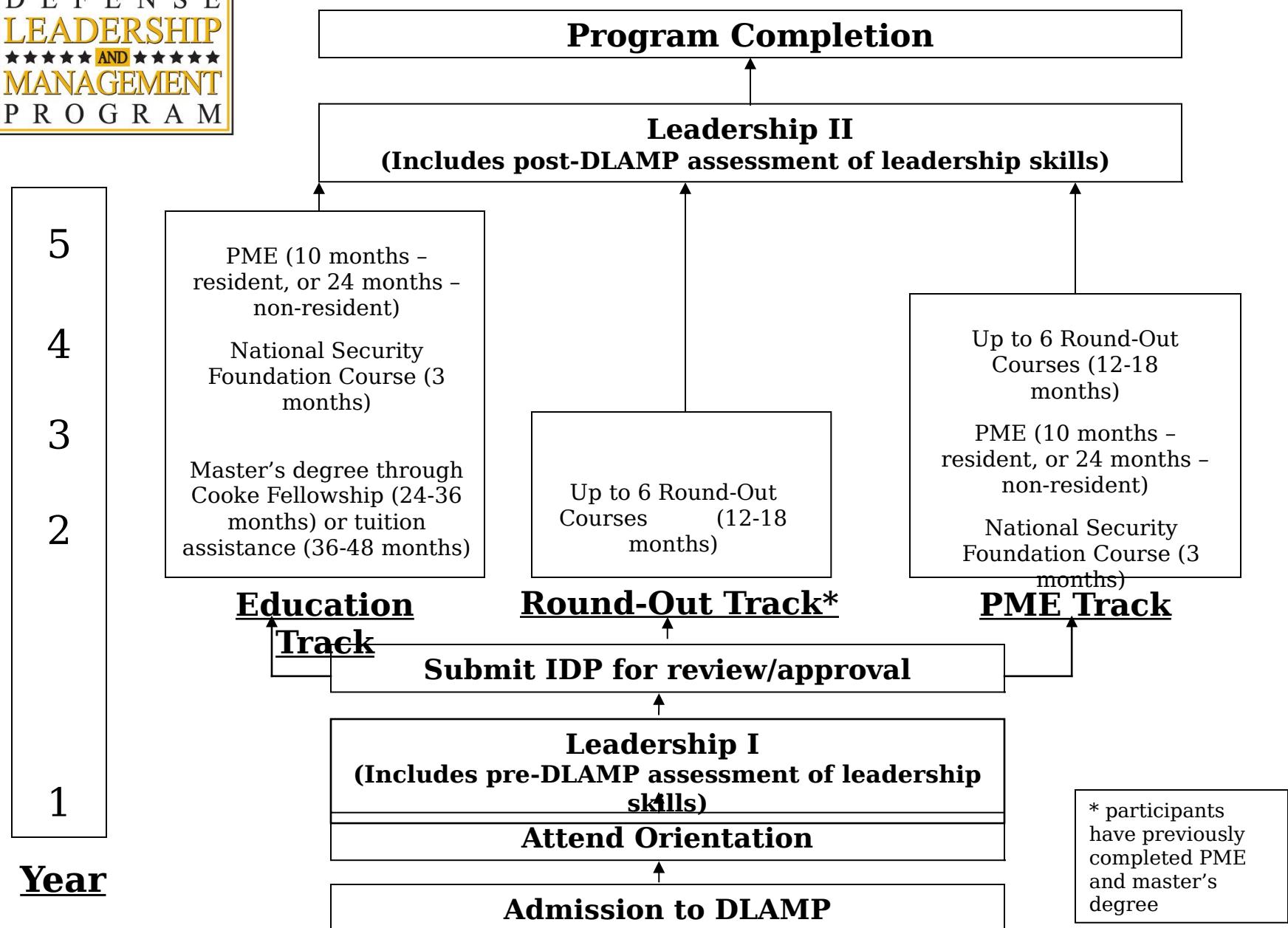
- ♦ **DoD-wide perspective;**
- ♦ **Substantive knowledge of national security mission;**
- ♦ **Shared understanding, trust, and sense of mission with military leaders;**
- ♦ **Strong leadership and**

# Developmental Framework

- **Program requirements:**
  - A master's degree from an accredited institution
  - Foundation courses in national security studies and leadership
  - Professional Military Education (senior level)
  - Graduate courses in business management and public policy areas ("round-out")
- **Other elements (encouraged):**
  - Mentors
  - Developmental assignments



# DLAMP Progression Model



# Graduate Education

**Participants without an advanced degree may earn a master's degree through:**

- An accredited college or university**
  - Full-time study (Cooke Fellowship)**
  - Part-time study, or**
- A Professional Military Education program that confers a degree**

# Foundation Courses

- **National Security Foundation Course**
  - Preparation for attendance at PME
  - On-line graduate course (3 credits)
  - Military Strategy & International Relations, Troy University, AL
- **Executive Leadership Courses**
  - Assessment and enhancement of Executive Core Qualifications
  - Leadership I - Executive Development Seminar
    - Leading Change, Office of Personnel Management
  - Leadership II - Executive Leadership in a Changing Environment, Brookings Institution

# Professional Military Education

- Provides a thorough joint education in national security policy, studies, and decision-making
  - National security strategy
  - National planning systems and processes
  - National military strategy and organization
  - Theater strategy and campaigning
  - Systems integration in 21<sup>st</sup> century battlespace
- Provides joint education opportunity with senior military members
- Confers an accredited master's degree in national security/strategic studies

## **Professional Military Education (2)**

- ♦ **Resident Programs (10 months)**
  - Army War College
  - College of Naval Warfare
  - Air War College
  - National War College
  - Industrial College of the Armed Forces
- ♦ **Army War College Distance  
Education Program (2 years)**

## Round-Out Courses

**Participants who entered DLAMP with an advanced degree or earned one through PME may attend up to 6 graduate courses in business management and public policy areas**

- **Participant and supervisor assess individual's need to "round out" academic portfolio**
- **Participant enrolls at an accredited university (local area or on-line)**

# Developmental Assignment

- **Deliberate experience that will enhance one's Broad Defense Perspective and strengthen proficiency in the Executive Core Qualifications**
- **May be in the joint environment or another Military Department or Defense Agency**
- **An opportunity to:**
  - **Fill experience/competency gaps**
  - **Increase responsibility**
  - **Broaden perspective**
  - **Gain new exposure**
  - **Engage in multi-faceted projects**
  - **Take measured risks**

# Participant Accomplishments

- ♦ **Program Elements:**
  - **86 percent of participants possess an advanced degree**
  - **990 participants have completed PME**
- ♦ **Program Completion/Advancement:**
  - **289 graduates**
  - **Several hundred participants nearing completion**
  - **151 participants selected for SES positions (includes 12 graduates)**

# DLAMP

## Participants

• ~~Admitted:~~ 1,894 (1997-2006)

- ♦ Participants are:

- Permanent DoD employees at GS-14/15 and senior high potential GS-13s (and equivalent)
- Assessed on Broad Defense/National Security Perspective and Executive Core Qualifications
  - Leading Change
  - Leading People
  - Results Driven
  - Business Acumen
  - Building Coalitions/Communication

# What Component Leaders Can Do

- **Incorporate DLAMP into Human Resource strategic plans and succession management strategies**
- **Encourage and support managers' efforts to:**
  - **Provide developmental opportunities for DLAMP participants**
  - **Encourage active participant engagement in DLAMP**
  - **Support and plan for utilization of participants**
  - **Serve as mentors to future leaders**
  - **Seek out DLAMP graduates and participants when filling leadership positions**